MIAMI-DADE

Departmental
Business Plan and Outlook

Office of Agenda Coordination

Fiscal Years:
FY 03/04
&
FY 04/05

January 26, 2004

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APPENDIX

EXECUTIVE SUMMARY

The Office of Agenda Coordination (OAC) is a department of Miami-Dade County created to coordinate the County's legislative process and ensure that legislative matters are developed in accordance with County Commission Rules.

Organizational Chart.

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┌─────────────────────────────┐
│          Director           │
└─────────────────────────────┘
               │
┌─────────────────────────────┐
│   Agenda Processing Unit     │
└─────────────────────────────┘
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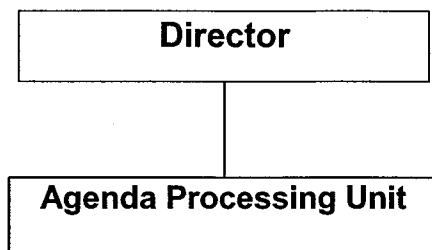
FY 03/04 Anticipated Milestones

- *Distribute a revised Agenda Guidelines document that will assist departments to prepare better agenda items.*
- *Provide electronic copies of complete agenda items on the Miami-Dade County portal.*
- *Develop a manual for OAC staff that will provide step-by-step instructions for certain tasks.*
- *Purchase new computers to replace obsolete computers.*
- *Conduct a survey to measure customer satisfaction.*
- *Hold a staff retreat to review the agenda process.*
- *Provide training sessions for departments on the agenda process.*
- *Convene Legistar Working Group and determine necessary enhancements to Legistar.*
- *Encourage retention of qualified and experienced personnel by improving promotional opportunities within OAC.*

Dianne Davis
Signature
Department Director

INTRODUCTION

Department Purpose/Mission Statement

To effectively and efficiently coordinate the overall legislative process for Miami-Dade County and ensure that the legislative process adheres to the County Commission Rules.

Department Description

The Office of Agenda Coordination was created to coordinate the legislative process for Miami-Dade County. The major services provided by OAC are:
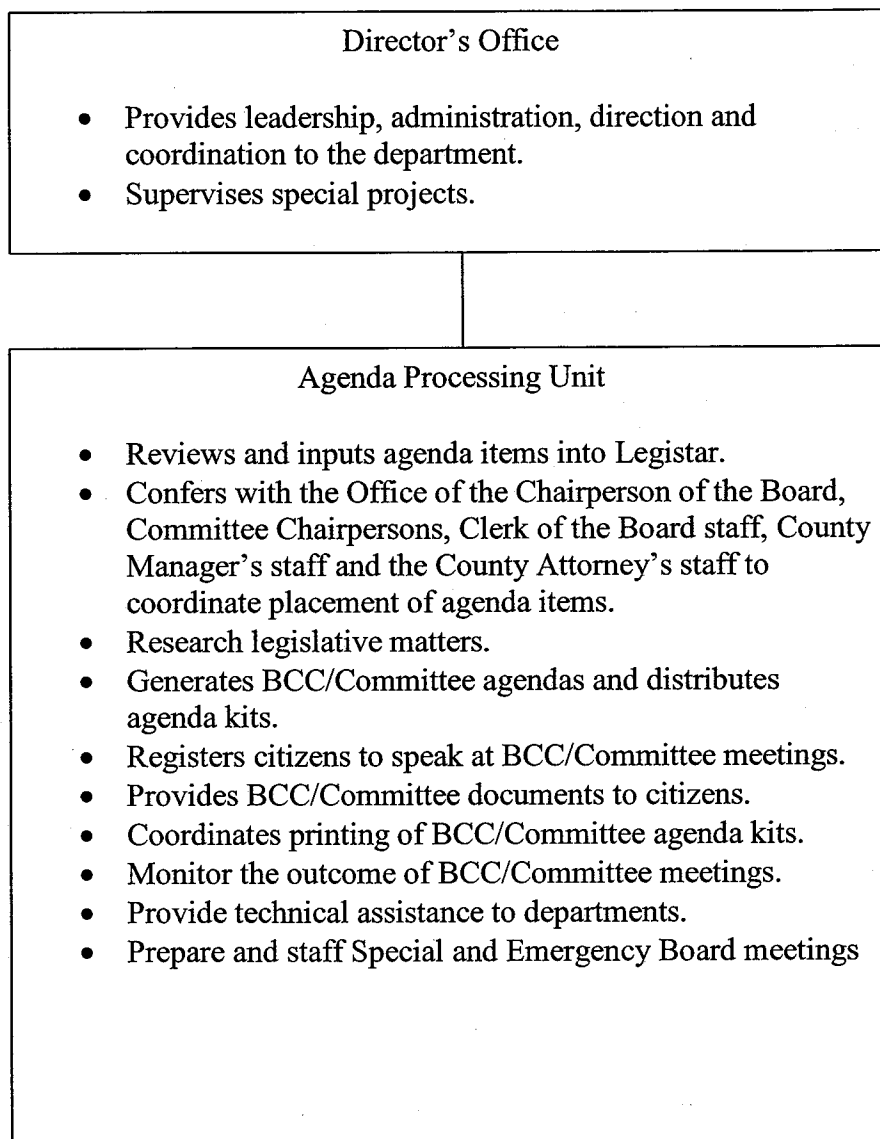- *Develop and distribute County Commission and Committee agendas.*
- *Administer Legistar (Database that tracks legislative matters).*
- *Staff BCC and Committee meetings.*
- *Provide technical assistance to departments.*
- *Train departments on how to develop agenda items.*
- *Review agenda items*

One significant event that continues to impact the performance of OAC is the use of Legistar. Miami-Dade County began using Legistar to track agenda items and generate agendas in June 1996. The agenda process has become a more efficient process due to the use of Legistar. County staff can better track legislative matters throughout the agenda process because of Legistar. As we continue to automate the agenda process, Legistar will continue to be an important part of the process.

Another significant event that impacted OAC is the establishment of a new Commission Committee System last year. The duties of our staff have changed to accommodate this system. Staff member who were responsible for entering items into Legistar, preparing items to be printed, collating agenda items and distributing agenda kits are now tasked with new assignments that are more administrative in nature. These new assignments include but are not limited to researching legislative matters, monitoring the progress of legislative matters, and meeting with the Office of the Chairperson of the Board of County Commissioners, Chairpersons of Committees and Subcommittees, Clerk of the Board staff, County Manager's staff and the County Attorney's staff to coordinate the placement of items on Committee and BCC agendas. These new assignments are in addition to their assignments prior to the new committee system.

Organization and Staffing Levels

Office of Agenda Coordination

Functional Table of Organization

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┌─────────────────────────────────────────────────────┐
│                  Director's Office                    │
│                                                       │
│  • Provides leadership, administration, direction and │
│    coordination to the department.                    │
│  • Supervises special projects.                       │
└─────────────────────────────────────────────────────┘
                          │
┌─────────────────────────────────────────────────────┐
│                Agenda Processing Unit                 │
│                                                       │
│  • Reviews and inputs agenda items into Legistar.     │
│  • Confers with the Office of the Chairperson of the  │
│    Board, Committee Chairpersons, Clerk of the Board  │
│    staff, County Manager's staff and the County       │
│    Attorney's staff to coordinate placement of agenda │
│    items.                                             │
│  • Research legislative matters.                      │
│  • Generates BCC/Committee agendas and distributes    │
│    agenda kits.                                        │
│  • Registers citizens to speak at BCC/Committee       │
│    meetings.                                          │
│  • Provides BCC/Committee documents to citizens.      │
│  • Coordinates printing of BCC/Committee agenda kits. │
│  • Monitor the outcome of BCC/Committee meetings.     │
│  • Provide technical assistance to departments.       │
│  • Prepare and staff Special and Emergency Board      │
│    meetings                                           │
└─────────────────────────────────────────────────────┘
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Staffing Levels

Functional Unit	FY 2003-04 Budget (Prior Year)	FY 2003-04 Budget (Current Year)
Director's Office	3	3
Agenda Processing Unit	7	7
Total	10	10

Fiscal Environment

Revenues and Expenditures by Fund
(All Dollars in Thousands)

	Total Annual Budget		
	Prior Fiscal Year 2002-03 Actual	Current Fiscal Year 2003-04 Budget	Projection as of December 2003
Revenues			
GF	$1,079	$938	$938
Total			
Expense			
Personnel	$790	$823	$823
Operating	$277	$105	$183
Capital	$12	$10	$20
Total	$1,079	$938	$1,026

The current year budget was based on anticipated printing savings as a result of automation of the agenda process. The latest projections indicate that OAC may not be able to meet the level of savings previously anticipated. While we have been able to make agendas and their associated items available on the Internet and Intranet, OAC has not been able to significantly reduce the number of agenda kits delivered. Additionally, the volume of pages for agenda items continue to increase and requests for agenda kits also increased.

Equity in pooled cash (for proprietary funds only)

Fund/ Subfund	Prior FY __ Beginning Year Actual	Prior FY __ Year-end Actual (Est.)	Current FY __ Year-end Budget
Total			

Business Environment

OAC has six major customer groups:
- *The County Commissioners*
- *The Mayor's Office*
- *The Clerk of the Board*
- *The County Manager's Office and Departments*
- *The County Attorney's Office*
- *The citizens of Miami-Dade County*

OAC provides our customers with information regarding BCC, Committee and Subcommittee agendas and associated items. We also provide technical assistance and other administrative services to our customers.

OAC is governed by Ordinances, County Commission Rules, Miami-Dade County Charter and Miami-Dade County policies and procedures.

Critical Success Factors

The success of the Office of Agenda Coordination can be measured by our ability to efficiently coordinate the legislative process for Miami-Dade County. Our ability to efficiently provide information to the various players is directly connected to technology and printing costs.

As part of our effort to increase the efficiency of the agenda process, OAC has utilized computer technology to provide a better product. We have made agenda items more accessible to our customers. Notices of the availability of agendas are sent out via email to many customers, complete agenda items are available on the County's website, and enhancements have been made to Legistar that makes it easier for users to track legislative matter.

In order for OAC to take full advantage of the technological advances, it would be necessary to upgrade staff's computers. Approximately seventy percent of staff's work is performed with a computer. OAC current machines do not meet the minimum requirements suggested by Enterprise Technology Services Department to operate the enhanced Legistar. These machines have caused interruptions in the production of agendas and at times have made it difficult for staff to assist customers with their request for information.

With the new committee system, it has become increasingly necessary to process add-ons during BCC and Committee meetings. By purchasing two new lap top computers, OAC will be able to meet this new demand and better serve the needs of the Commission. That is to be able to reduce the amount of time needed to get the add-ons to the Commissioners.

OAC is often asked to produce color copies of attachments such as maps where color is a vital part of interpreting the information. Also, we would like to be able to copy smaller items (four pages or less) in our office versus sending them to GSA. By purchasing a color copy machine that is equipped to handle high volume printing of agenda items, we may be able to reduce printing costs and provide the ability to reproduce color copies.

The current year budget was based on anticipated printing savings as a result of automation of the agenda process. The latest projections indicate that OAC may not be able to meet the level of savings previously anticipated. While we have been able to make agendas and their associated items available on the internet and intranet, OAC has not been able to significantly reduce the number of agenda kits delivered. The printing and overtime savings would have been a result of significantly reducing the number of agenda kits produced and delivered. Prior to making items available on the internet and intranet, our office delivered approximately 1,296 kits per month compared to approximately 1,234 kits per month since items are available on the website. These figures do not illustrate a significant reduction in the number of kits produced by our office.

Future Outlook

OAC plans to continue to utilize technology to improve the agenda process. By purchasing two lap top computers, we will be able to enter legislative matters into Legistar during Board meetings. This should reduce the amount of time necessary to deliver add-ons to the Commissioners. By adding a color copy machine, we will be able to produce color attachments and potentially print small agenda items in house.

OAC also looks forward to increasing our efforts to provide training to departments on the agenda process and preparing a revised agenda guideline book. These guidelines will be posted on our website. Through the use of technology and increased training, the number of substitutes needed to correct processing errors should be reduced.

In addition, OAC will begin to measure customer satisfaction. We will contact the Office of Strategic Business Management to develop and conduct a customer survey and provide us with the results on the survey.

THE PLAN

Overview

Our FY 2003 – 04 business plan draws heavily on previously adopted work including the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad Countywide level where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government using consistent terms. These terms were incorporated in the document adopted by the Board.

- Our Countywide *Vision* communicates the community's shared vision for the best possible future for Miami-Dade County government.

- Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is "Delivering excellent public services to address the community's needs and enhance our quality of life".

- Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.

- Our *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.

- We have developed *Goals* across all County Departments. These goals address the County must move in to address the priority strategic themes and help guide us towards the desired future.

- For each goal we have defined a desired *Outcome* or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).

- For each outcome(s), implementing *Strategies* summarize at a broad countywide level the actions that will be taken to achieve the outcome(s).

- *Key Performance Indicators* express the County's intentions from the Strategic Plan. Associated *Key Performance Objectives* assign measurable targets and timelines to the key performance intentions while the *Performance Measure* is the specific unit of measure. Departments may develop *Additional Performance Objectives*.

- *Department Activities, Tasks or Programs* are actions or groups of actions will be undertaken by a particular department in a specific fiscal year in order to implement a strategy.

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. This Department is primarily supportive of the following strategic theme(s):

- *Improve the quality of life for all County residents*

Supporting these themes are goals and priority outcomes critical to achieving the goals that directly relate to this department. These are provided along with the Department's Tasks, Activities, and Performance Measures for fiscal year 2004.

Department-related Strategic Plan Goals:

- o *Goal ES8: Deliver quality customer service to our customers*
- o *Goal ES4 Capitalize on technology to improve service, increase efficiency and provide greater information access*
- o *Goal ES9: Deliver on promises and be accountable for performances*

Department-related Strategic Plan Priority Outcomes:

- o *ES1-1 Clearly-defined performances expectations and standards*
- o *ES1-4 Satisfied customers*
- o *ES4-1 User friendly e-government sharing information*
- o *ES9-3 Achievement of performance targets*

Departmental Business Plan and Outlook
Department Name: OFFICE OF AGENDA COORDINATION
Fiscal Years: FY 03/04 & FY 04/05

Goal: ES1 Deliver quality customer service to our customers	
Outcome: ES1-1 Clearly-defined performance expectations and standards (priority outcome)	

Strategies:
Develop clearly-defined customer service performance standards and expectations
Develop standardized set of customer service tool, including data collection

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

90% of departments satisfied or very satisfied with our services within 5 years.

DEPARTMENT PERFORMANCE OBJECTIVE(S)

DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS			TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
Identify the level of customer satisfaction	N/A	TBD	TBD	Engage the Office of Strategic Business Management to develop and conduct a customer satisfaction survey. Review results of the survey.	Director

Departmental Business Plan and Outlook
Department Name: OFFICE OF AGENDA COORDINATION
Fiscal Years: FY 03/04 & FY 04/05

Outcome: ES1-4 Satisfied customers

Strategies:
Build competencies within the department
Develop and implement corrective action plans to address identified problems
Create opportunities for customers to provide input for future enhancements

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

Overall quality rating for agenda services – minimum four score out of possible five within the next five years.

DEPARTMENT PERFORMANCE OBJECTIVE(S)

DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS			TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
A) Enhance the knowledge of staff	N/A	TBD	TBD	A-1) Evaluate staff's level of knowledge. A-2) Provide opportunities for staff to enhance skills through training opportunities. A-2) Develop procedural guidelines for staff.	Director
B) Develop action plan to address needs	N/A	TBD	TBD	B-1) Identify the needs from surveys. B-2) Provide technical assistance to departments. B-3) Review procedures with committee of agenda liaisons.	

3/29/2004

Departmental Business Plan and Outlook
Department Name: OFFICE OF AGENDA COORDINATION
Fiscal Years: FY 03/04 & FY 04/05

Goal: ES4 Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange

Outcome: ES4-1 User friendly e-government sharing information

Strategies:
Implement systems to allow public access to County Commission information

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

90% of users satisfied with electronic/technology access to services and information within the next five years.

DEPARTMENT PERFORMANCE OBJECTIVE(S)

DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS			TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
	PRIOR FY 03	TARGETS			
	ACTUAL	FY 04	FY 05		
Increase the amount of information pertaining to County Commission meetings that is available on the County's website.	N/A	TBD	TBD	Continue to enhance Legistar to make more information available on the website. Promote the availability of agenda items and agendas on line. Work with Enterprise Technology Services Department to reduce the number of "clicks" necessary to get to agenda information.	Director

Goal: ES 9 Deliver on promises and be accountable for performances

Outcome: ES9-3 Achievement of performance targets

Strategies:
Complete performance measures development and establish a continuous monitoring program
Develop mechanisms to ensure integrity of all performance data reported

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

90% achievement of performance targets within five years.
Satisfactory rating of service delivery based on percentage of performance goals met within the next five years.

DEPARTMENT PERFORMANCE OBJECTIVE(S)

DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS			TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
Ensure Official Agendas are generated and distributed within 7 working days of developing the first draft.	9	7	7	Schedule legislative matter for appropriate BCC and Committee agendas. Purchase two new lap top computers to enable staff input agenda items into Legistar during BCC and Committee meetings. Purchase a color network copy machine which will allow staff to print smaller items and color attachments in-house. Provide technical assistance to departments and commissioners staff. Staff and monitor committee meetings.	Director

Preparation of Agendas

Days

10

5

0

FY 02/03   FY 03/04 Projected   FY 04/05 Estimated